



NEW BRAND PROMISE FOR CARTER RELAUNCHES COMPANY

CHALLENGE

Carter Commercial Real Estate had recently sold its two largest operating divisions. The remaining two divisions existed under a large umbrella, but there were six smaller “teams” under the two umbrellas that had no cohesive message that positioned the company effectively. The six that were left were extremely diverse with a variety of service offerings and multiple target audiences. The company needed to re-introduce its capabilities to the marketplace and explain their new value proposition and brand promise to employees, existing customers and prospective customers. When developing proposals for customers’ business development, teams struggled to articulate the value proposition for the “new Carter” and it hurt their ability to “sell” Carter professional services to prospective clients. The challenge was to find one value proposition to connect the diverse lines of business with the overarching corporate message. To assist with this, Carter leadership knew that they needed the assistance of an outside agency with a complementary culture and client approach.

ACTIONS

- Defined scope of brand project with executive team.
- Developed a comprehensive Request for Information (RFI) explaining Carter’s business and brand challenges to secure initial credentials.
- Compiled a list of 15 plus agencies and narrowed list to 10 agencies to receive RFI.
- Managed all communications with potential agencies.
- After securing credentials, recommended engaging short list of five agencies for in-person meetings and then a short list of two agencies that would sign a mutual NDA and be more completely briefed on the assignment with a chance to present high-level thinking and a formal proposal.
- Made recommendation to Carter executive team on agency for assignment and it was approved.
- Negotiated scope of work and fee with selected agency and facilitated full briefing session to give the agency the input they needed to develop the appropriate brand promise.
- Planned “brand day” for 15+ corporate leaders to provide input on brand project.
- Worked in conjunction with brand agency to develop a comprehensive timeline for completing brand research (internal and customer interviews, and employee survey).
- Worked in conjunction with digital agency to develop a comprehensive timeline to an updated website to reflect the new brand including a new method for information architecture that would streamline the site and make it easier for customers to find what they needed.

RESULTS

- Saved \$50K - \$75K in consulting fees to facilitate agency search and the development of a marketing brief and assignment.
- The company selected a positioning and tagline based on the phrase “built on bold” based on its fit with the company culture and management style.
- Employee and sales feedback on the new position was positive and many sales people indicated that it improved the quality of sales conversations while also increasing the quality of RFPs.